

Department of Housing & Community Affairs Performance Plan

Rick Nelson, Director
June 20, 2008

Agenda

- Welcome and Introductions
- Performance Measures
 - Number of affordable housing units produced and preserved by fiscal year
 - County cost per unit of affordable housing
 - Percent of cases that achieve voluntary compliance in code enforcement cases before a citation is written
 - Number of code enforcement repeat offenses
 - Number landlord-tenant cases mediated successfully
 - Average length of time required to conciliate landlord-tenant disputes
 - Gains achieved in neighborhoods receiving DHCA neighborhood revitalization funding/services
- Wrap-up



CountyStat Principles

- **Require Data-Driven Performance**
- **Promote Strategic Governance**
- **Increase Government Transparency**
- **Foster a Culture of Accountability**



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Performance Measure 1:

Number of affordable units produced and preserved by fiscal year

Follow-up Status: Completed

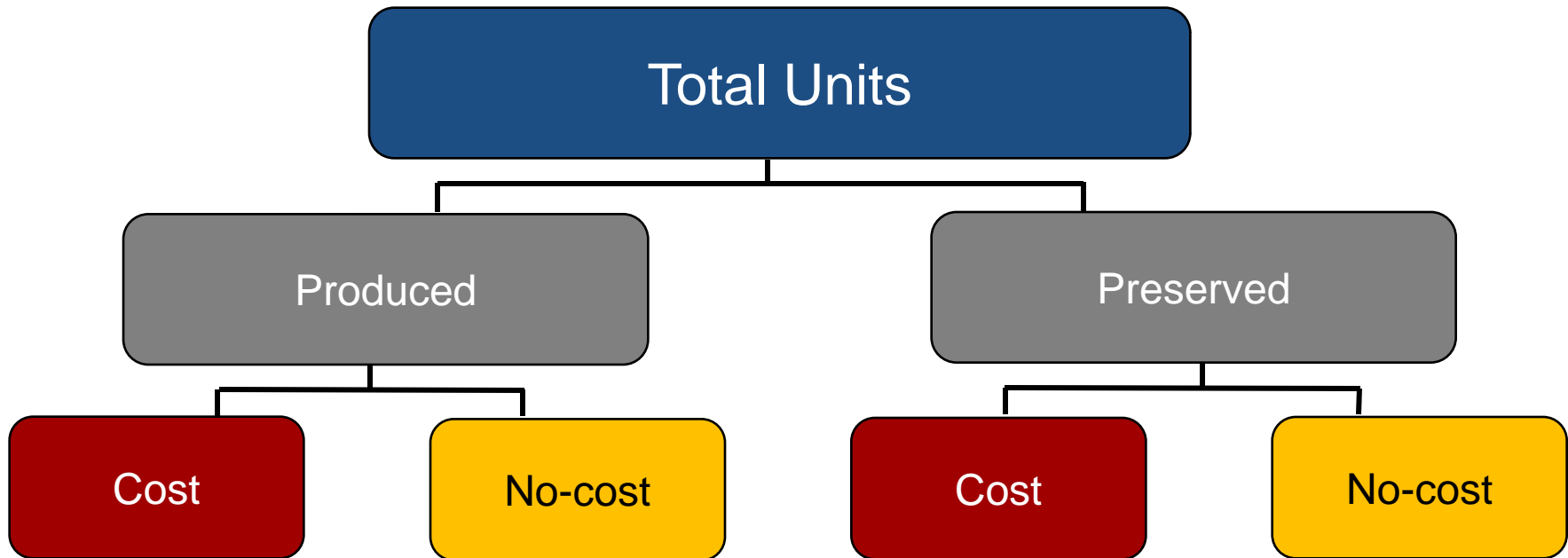
- The methods used in prior years double-counted when funding for a project extended over more than one year
 - For example, Habitat for Humanity counts 24 units in FY2006, 2007 and 2008 even though only 12 are completed
 - “Revised basis” means we count 12 units in FY 2008 because that is when they were occupied, the other 12 are in the “pipeline”
- We are counting only units produced or preserved under the revised basis
- A systematic accounting of the total DHCA produced and preserved units is being performed as part of the Affordable Housing CountyStat Follow-Up

Establishing a baseline of affordable housing units allows for the ongoing analysis and monitoring of trends over time



Performance Measure 1:

Number of affordable units produced and preserved by fiscal year



Performance Measure 1:

Number of affordable units produced and preserved by fiscal year

Number of units the County has helped add to the affordable housing stock

	Units Produced			Units Preserved		
	County Funded	Pipeline*	No Cost	County Funded	Pipeline*	No Cost
FY2008 Revised Basis**	103	294	34	34	916	291

*The pipeline includes MPDU units that have offering agreements

**FY2008 are "year-to-date" and do not include June 2008.

DHCA's new accounting system counts units when they are occupied rather than when the project was funded



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Performance Measure 2: County cost per unit of affordable housing

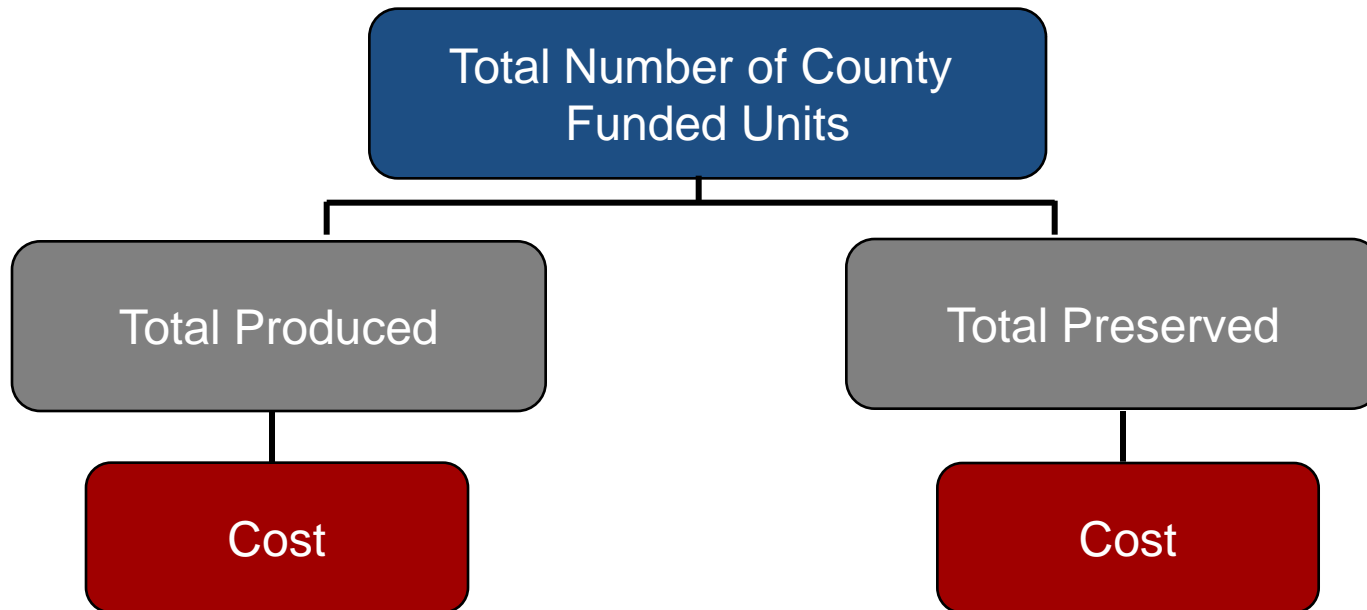
Follow-up Status: Completed

- Focuses on the costs from Measure 1: “The number of affordable units” by determining the County dollars spent per preserved and produced units
- The cost per unit is determined by
 - Total County development or preservation costs when a project is completed / the number of affordable units in that development

Identifying ways to improve the county's cost per unit demonstrates whether preservation or production is more efficient in providing affordable housing



Performance Measure 2: County cost per unit of affordable housing



Measure 2 focuses exclusively on the cost of produced and preserved units identified in Measure 1



Performance Measure 2:

County cost per unit of affordable housing

Cost and number of units produced or preserved in FY2008

	Produced			Preserved		
	# of Units	Cost	County Dollars per Unit	# of Units	Cost	County Dollars per Unit
FY2008 Revised Basis*	103	\$6,932,000	\$67,214	34	\$1,969,700	\$57,932

*FY2008 are "year-to-date" and do not include June 2008.

In FY2008, it cost the County 14% more to produce a new affordable unit than it did to preserve a unit



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Performance Measure 3:

Percent of cases that achieve voluntary compliance in housing code enforcement cases

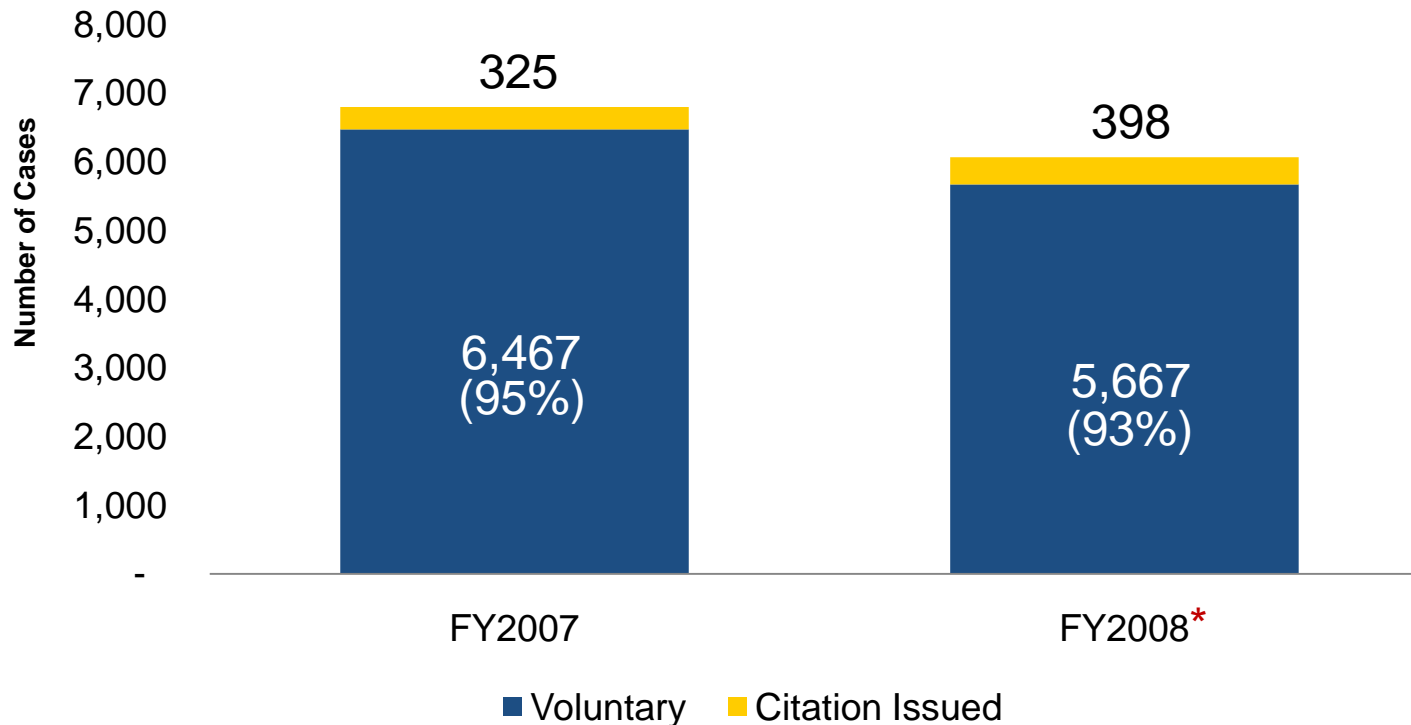
Follow-up Status: Completed

- “Voluntary compliance in code enforcement cases” is when a violation is rectified before a citation is written
- Information on citations is now being entered into the database
- The data excludes properties in Takoma Park
- A case can include multiple violations on a single property
- We have identified discrepancies in the dates entered into the database
 - DHCA is writing logic into the database that will help with data quality control



QUESTION

Performance Measure 3: Percent of closed cases that achieve voluntary compliance in housing code enforcement cases



Note: A case includes multiple violations on a single property

Note: 1 or more citations were issued for each case

*FY2008 are "year-to-date" and do not include June 2008.

93% of code enforcement cases in FY08 were resolved voluntarily



Analysis of the number of workdays to close housing code enforcement cases

FY2008* Code Violation Cases

Case Types	Average Number of Days				Date Filed to Date Closed		
	Filed to Assigned	Assigned to Inspected	Inspected to Closed	Filed to Closed	Median	Minimum	Maximum
Commercial Violation	0	8	24	32	44	1	128
Single-Family Violation	0	6	30	34	27	0	210
Public Nuisance	0	6	24	31	26	1	212
Rental Suspect	0	15	21	36	15	2	168
Solid Waste	0	4	27	31	26	0	214
Utility Turn Off	1	3	17	21	14	0	128

*FY2008 are "year-to-date" and do not include June 2008.

Note: The dataset used for this analysis excludes cases with erroneous dates, non-complaint based cases , multi-family, and cases in Takoma Park.

On average, complaint-based code violations are resolved within 36 work days



Analysis of the number of weeks to close housing code violation cases FY2008*

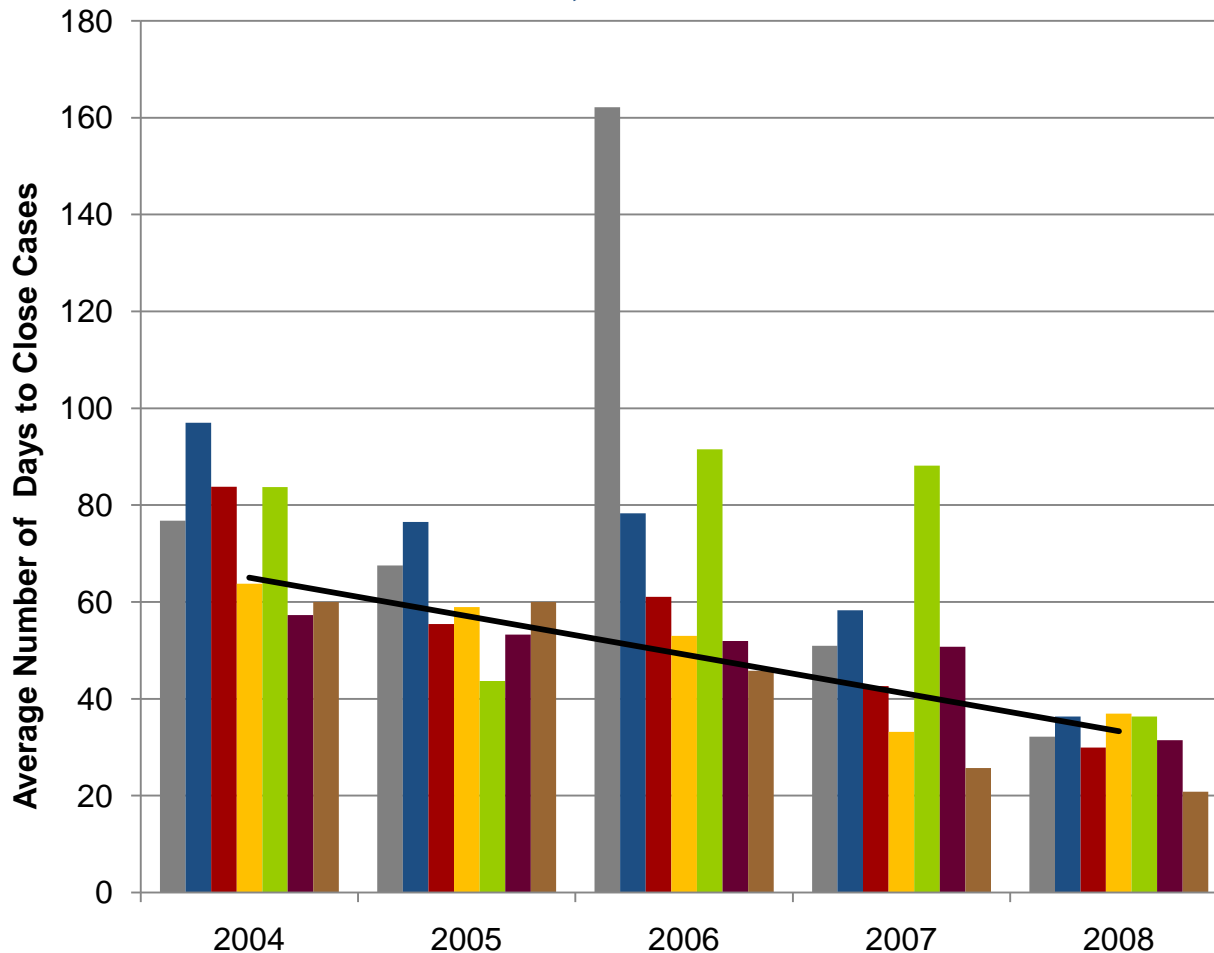
Percent of Housing Code Violation Cases Closed by Week

Case Types	1 Week	2-4 Weeks	5-8 Weeks	9-12 Weeks	13-24 Weeks	> 24 Weeks
Commercial Violations	15%	21%	11%	49%	2%	2%
Single Family Violations	17%	23%	29%	15%	12%	3%
Public Nuisance	16%	18%	31%	12%	8%	2%
Rental Suspect	24%	40%	12%	4%	12%	8%
Solid Waste	17%	21%	37%	15%	9%	2%
Utility Turn Off	30%	33%	22%	11%	0%	4%

*FY2008 are “year-to-date” and do not include June 2008.



Analysis of complaint-based housing code enforcement cases, 2004-2008



DHCA is in the process of consolidating the total number of case types, this is a sample of data from case types they will be keeping

Consolidation of case types will be completed by:

- Commercial Violation
- Single Family Violation
- Public Nuisance
- Rodents
- Rental Suspect
- Solid Waste
- Utility Turn Off
- Trendline

Moving forward, data will be reported by average number of days to close for 5-10 different case types

Over the last five years, the average number of days to close complaint-based code enforcement cases has decreased



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Performance Measure 4:

Number of housing code enforcement repeat offenses

Follow-up Status: Completed

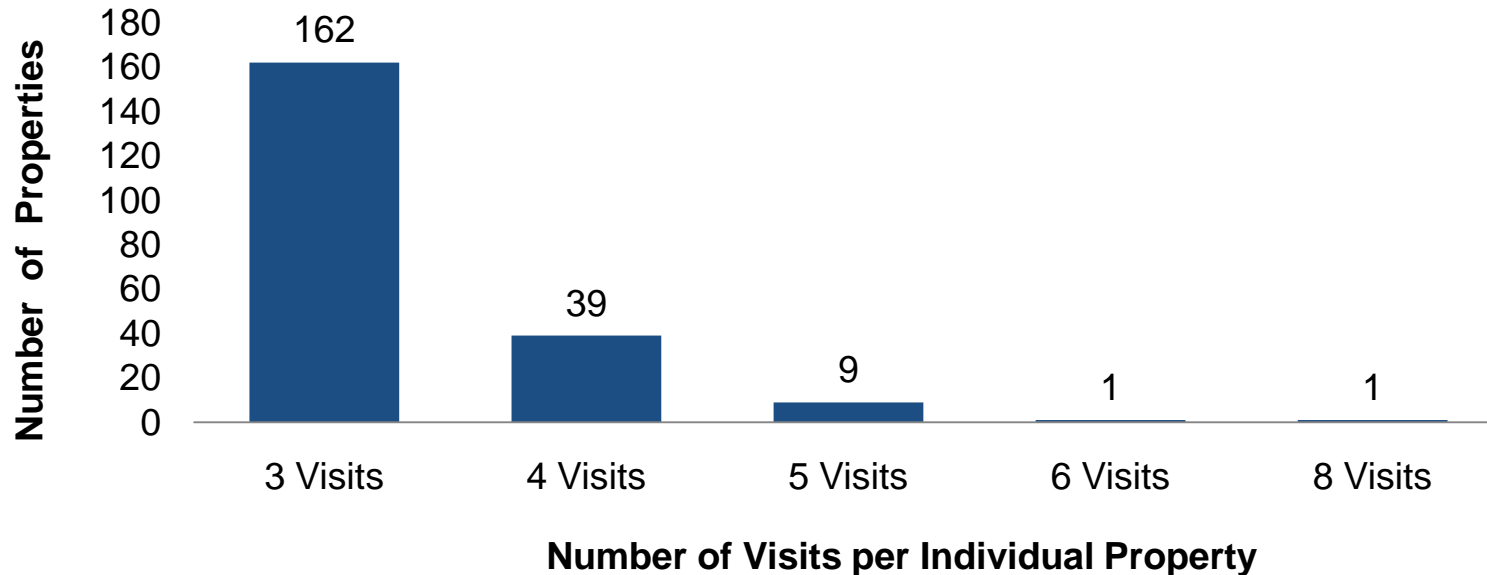
- Repeat code violation cases are defined by having more than 2 violations in a 2 year period for the same property owner
- Offenses will be measured by the number of cases regardless of the nature of the violation
- The cases include single-family and multi-family properties, excluding properties in Takoma Park

Analysis of data for patterns in repeat violations will assist in the determination of future adjustments to the penalties for these violations



Performance Measure 4: Discussion of Data Points

Properties with more than two visits in a two year period (FY2007 & FY2008*)



Note: Does not include Takoma Park and multi-family.

*FY2008 are "year to date" and do not include June 2008.

Out of the 8,203 properties, only 212 (3%) had more than two code enforcement visits within a two year period



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Performance Measure 5:

Number of landlord-tenant cases mediated successfully

Follow-up Status: Completed

- The number of cases mediated successfully demonstrates a more accurate picture of what Landlord-Tenant Affairs does
- Cases referred to the Commission demonstrate unsuccessful mediation

Once a case is in the Commission's hands, Landlord-Tenant Affairs does not have control over that process



Landlord-Tenant Affairs dispute resolution process

Landlord-Tenant Affairs Staff

Case filed by landlord or tenant



Case assigned to investigator



Investigator mediates the dispute successfully

Investigator unable to mediate the dispute



Volunteer Commissioners

Case is heard by the Commission on Landlord-Tenant Affairs



Case is dismissed

Case settled in favor of the landlord

Case settled in favor of the tenant

Investigators enforce Commission decisions

- The costs associated with investigating and mediating landlord-tenant cases are sunk costs
- If a case is unable to be mediated successfully then the Commission hears the case
- Though the Commission is composed of volunteers there are other costs associated with cases heard by the Commission

Additional Costs

Investigator overtime to attend hearings

Court reporter

Private process server



Factors leading to an increase in landlord-tenant cases filed

Follow-up Status: Completed

- Increased awareness (better informed landlords and tenants)
 - Comprehensive information on the web
- Accounting for systemic problems
 - Ex. Apartment landlord charging an improper fee to many tenants, and the landlord agrees to refund the fees. Each refund is counted as a case because it involved the refund of money.

Commission on Landlord-Tenant Affairs

- [Commission on Landlord-Tenant Affairs](#)
- [Decisions of the Commission on Landlord-Tenant Affairs](#) (legal interpretation and precedence of landlord-tenant law)
- [Preparing for Your Hearing](#) (information on preparing for your hearing before the Commission on Landlord-Tenant Affairs)

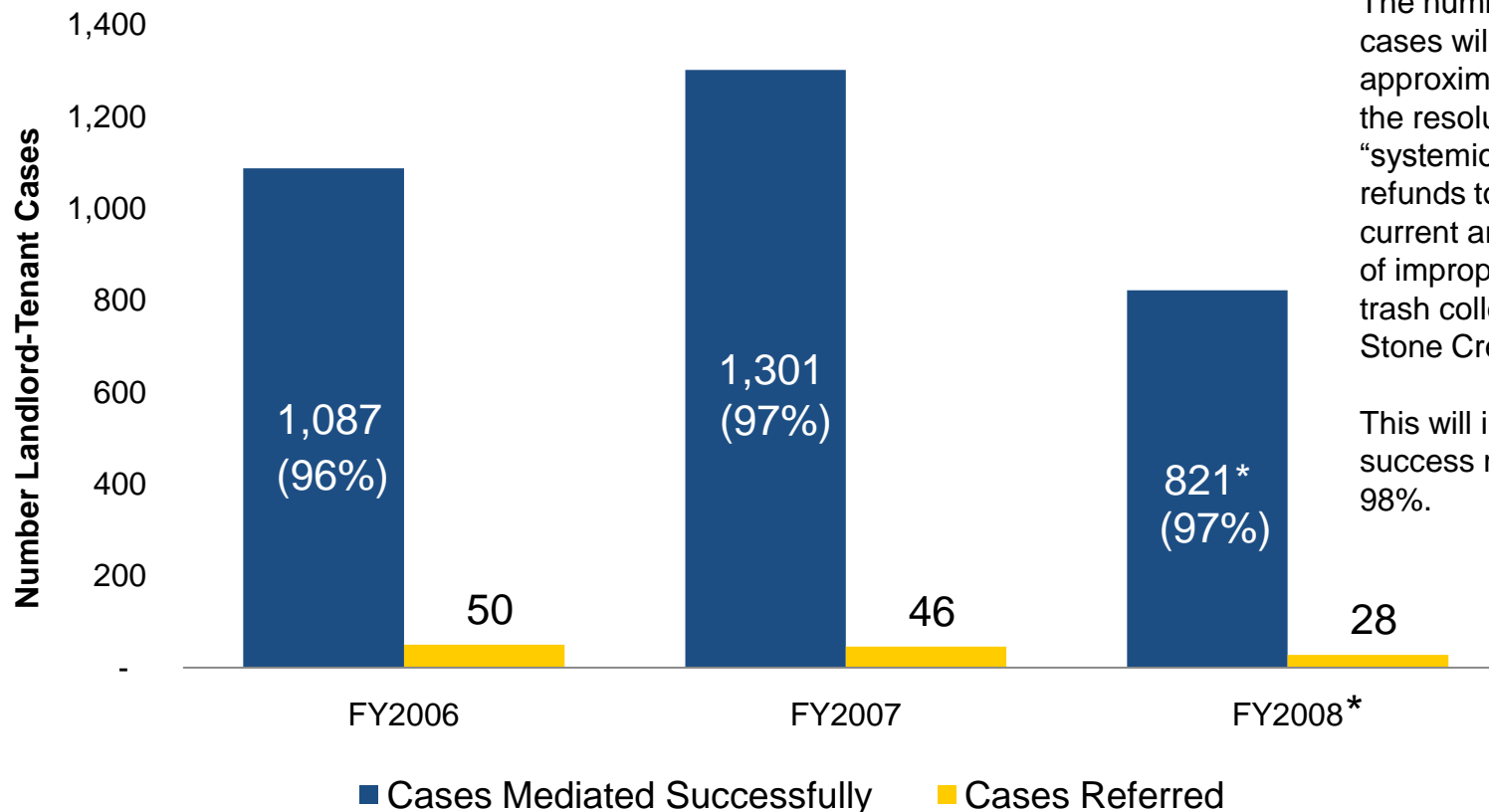
Landlord-Tenant Resources

- [Forms](#)
- [On-Line Apartment Rental Guide](#) (find an apartment that meets your criteria)
- [Landlord-Tenant Handbook](#) (en Espanol) (rights, responsibilities, and the law)
- [Ordinary Wear and Tear Booklet](#) (guidelines, responsibilities, and the law)
- [Security Deposit Information](#)
- [Room Rentals](#) (en Espanol)
- [Accessory Apartments](#)
- [Condominium Conversion Handbook](#) (en Espanol)
- [Source of Income - General Guidelines](#)
- [Rent Increases - Tips for Tenants](#)
- Video "[Evicted: Don't Let It Happen To You](#)"

Landlords and tenants have clear information on their rights and what security deposits cover



Performance Measure 5: Landlord-tenant cases mediated successfully



The number of FY08 cases will increase by approximately 500 due to the resolution of a “systemic” case involving refunds to hundreds of current and past tenants of improperly assessed trash collection fees at Stone Creek Club Apts.

This will increase the success rate from 97% to 98%.

**FY2008 are “year-to-date” and do not include June 2008.

97% of Landlord-Tenant Affairs cases were successfully mediated in FY2007 and FY2008



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Performance Measure 6:

Average length of time required to conciliate landlord-tenant disputes that do not go to the Commission

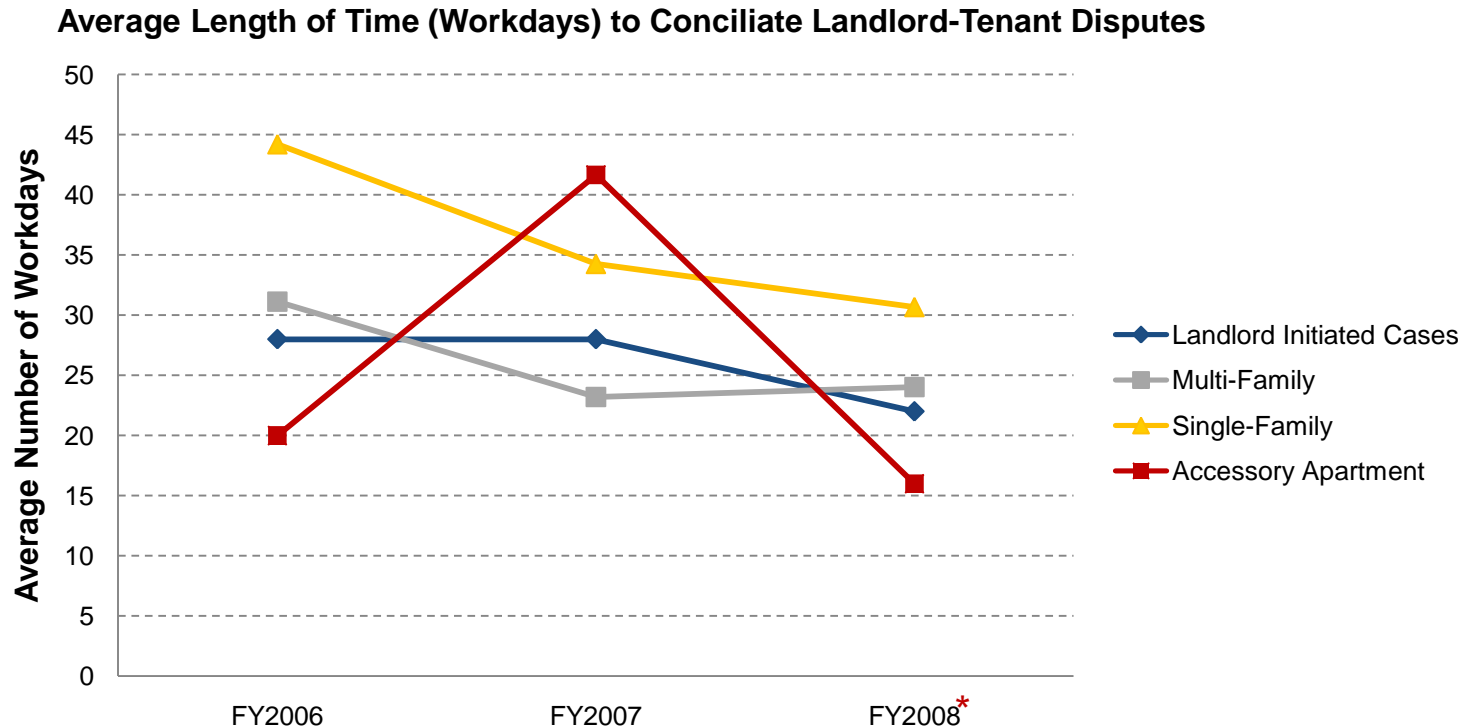
Follow-up Status: Completed

- Historical data on the number of cases referred to the Commission was not kept in the database
 - Data on cases referred will be entered into the system moving forward
- The majority of cases received by the Commission are related to security deposit disputes



Performance Measure 6:

Average number of workdays required to conciliate landlord-tenant disputes that do not go to the Commission



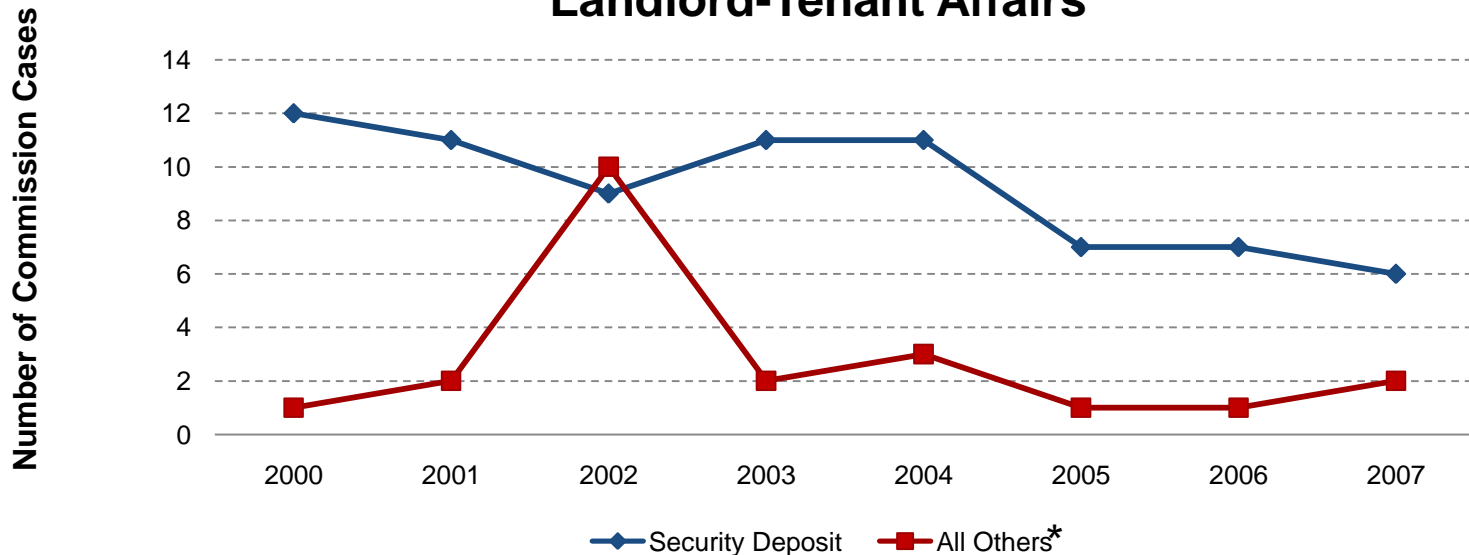
*FY2008 are "year-to-date" and do not include June 2008.

In FY2008, the average number of workdays to mediate a case successfully has decreased for all case types except for tenant initiated multi-family



Types of landlord-tenant disputes heard by the Commission

Case Types Seen by the Commission on Landlord-Tenant Affairs



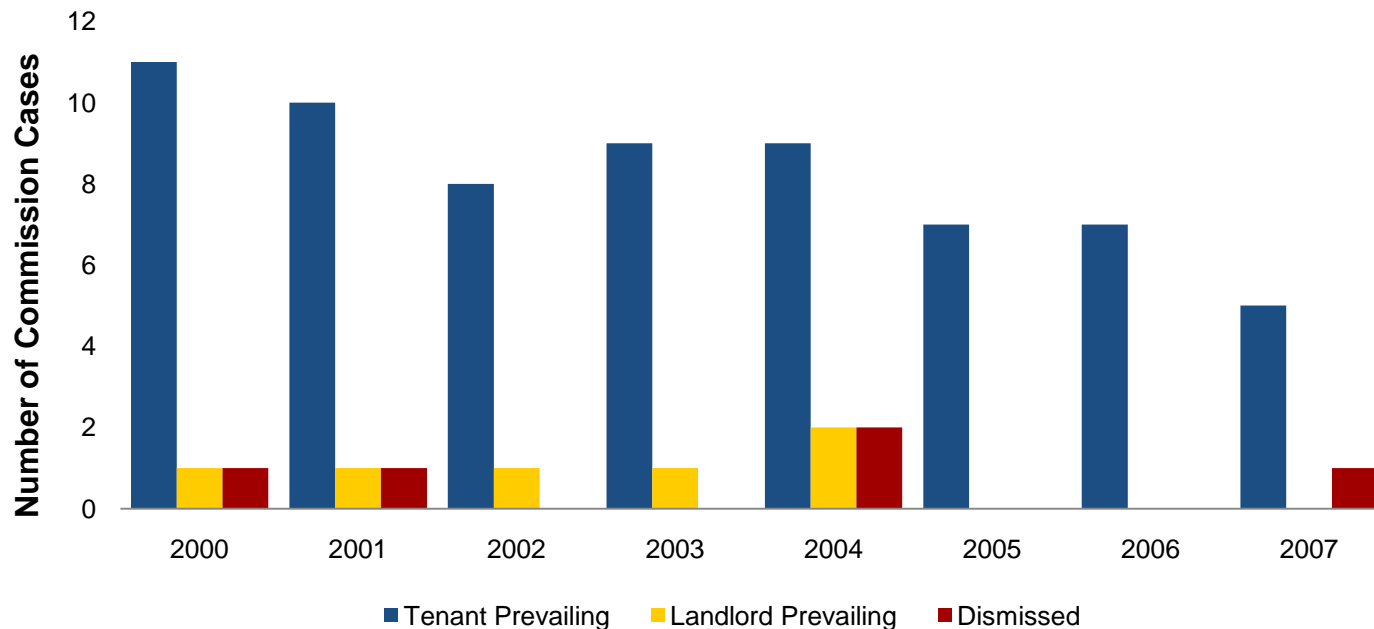
* Includes: License revocation, retaliatory notices, condition of property at move-in, maintenance, and miscellaneous

The majority of unresolved cases heard by the Commission involve the failure by a single-family landlord to return the tenant's security deposit



Results of landlord-tenant cases that are heard by the Commission

Security Deposit Decisions and Orders of the Commission on Landlord Tenant Affairs



The majority of cases involving security deposits that are seen by the commission are resolved in the tenant's favor



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Performance Measure 7:

Gains achieved in neighborhoods receiving DHCA neighborhood revitalization funding/services

Status: Work in Progress

- **Determine where funds will be spent**
 - Develop neighborhood indicators to determine a preliminary list of areas where revitalization would make the most impact
 - Refine the list by surveying indicated neighborhoods
 - Determine where DHCA's impact would demonstrate the greatest achievement
- **Definitions**
 - Need to define what the "GAINS" are that will be measured
- **Data source**
 - DHCA's licensed rental inventory
 - MCPS: FARMs data
 - MCPD: Crime data
 - Windshield survey of neighborhoods
- **Data collection**
 - TBD



Define neighborhood indicators that identify which areas are in the most need of revitalization

Follow-up Status: Completed

Neighborhood indicators

- Single-family rentals
- FARMS data – income proxy
- Crime

Chosen based on:

- Data availability on a yearly basis
- Data availability county-wide and at the neighborhood scale


The neighborhoods identified using these indicators were further validated by cross referencing these areas with other data from M-NCPPC, and identifying CDBG eligible areas



Areas identified using neighborhood indicators


Legend

 CDBG Eligible Areas

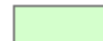
 Major Municipalities

 Beltway I-270

Neighborhood Indicator

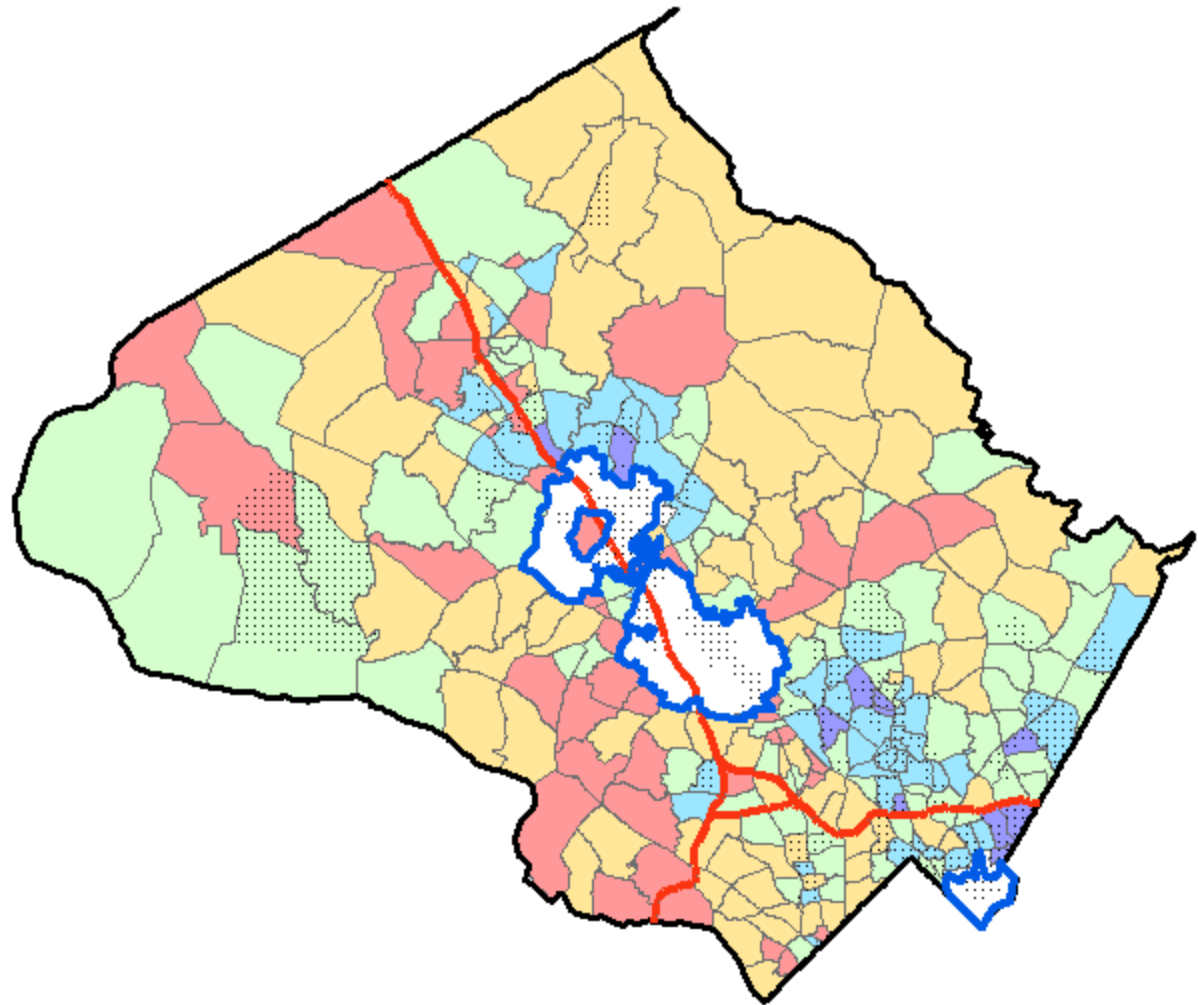
 0 - 13 Least benefit

 14 - 26

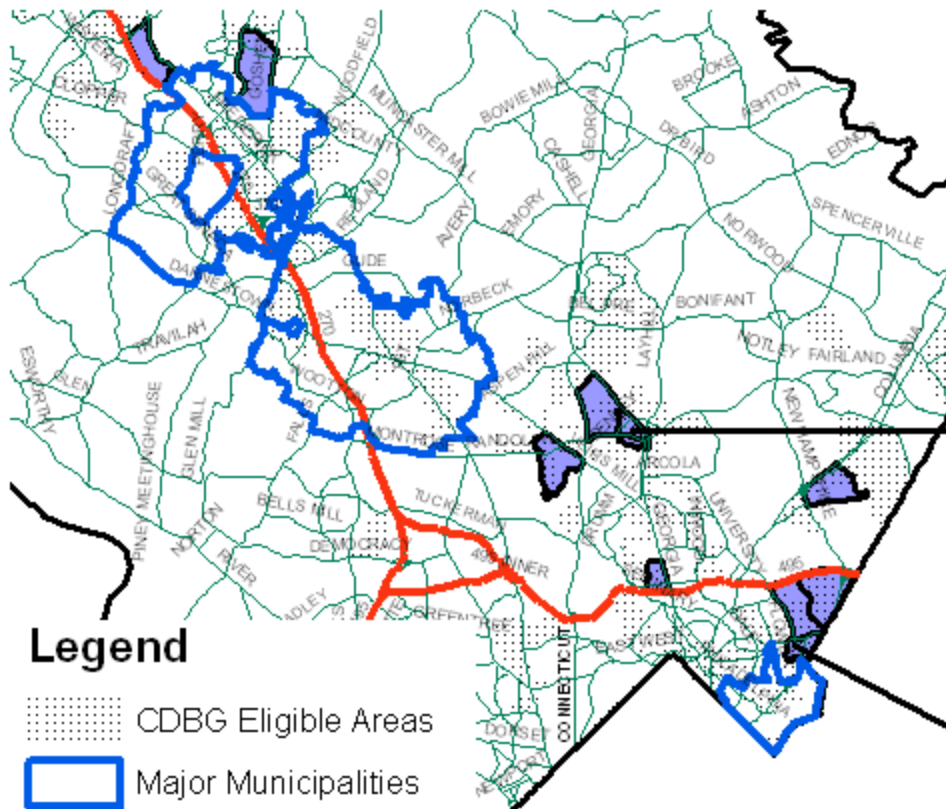
 27 - 43

 44 - 68

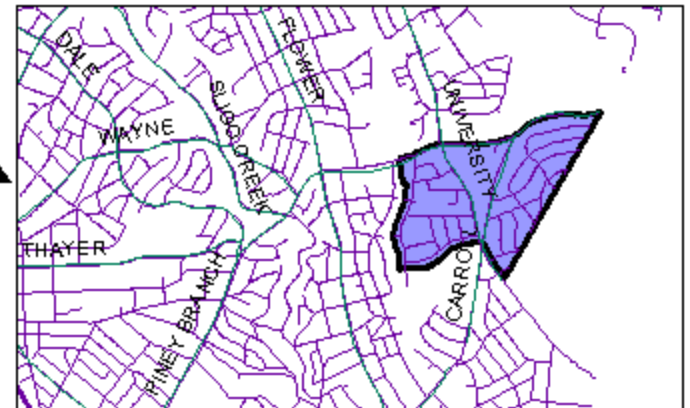
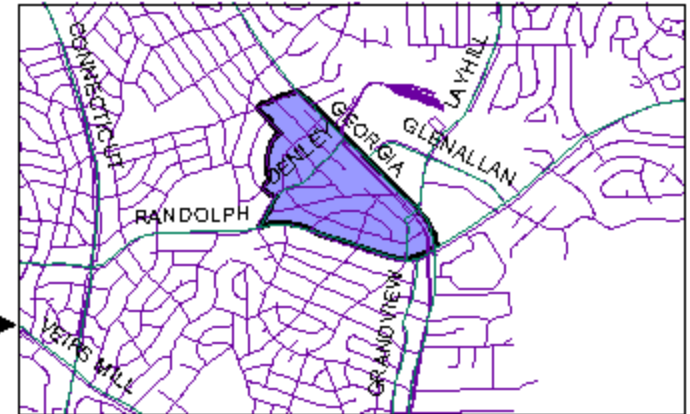
 69 - 100 Most benefit



Areas identified using neighborhood indicators



Top Two Scoring CAZs*



*Community Analysis Zones

Determining the gains associated with DHCA neighborhood revitalization funding/services

- Step 1:** Develop and use indicators to determine neighborhoods in need of revitalization
- Step 2:** Perform a windshield survey of identified neighborhoods and identify subset for further investigation
- Step 3:** Further investigate identified subset via feedback from Regional Service Center Directors, Police, code enforcement staff, etc. and select neighborhood(s) for focused attention given revitalization needs and the likelihood for successful intervention, resources and staff capacity
- Step 4:** Perform windshield survey pre-test of neighborhood(s) selected in Step 3; develop neighborhood revitalization plan and perform neighborhood revitalization in selected neighborhood(s)
- Step 5:** Perform a windshield survey post-test on the selected neighborhood(s) to determine effectiveness of revitalization



Status of Windshield Survey Development

Under development

- Adaptation of survey used and tested through NeighborWorks America, with assistance from CountyStat team



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Wrap-up

- **Confirmation of follow-up items**
- **Time frame for next meeting**

